

# Mapping the Way Forward: An Analysis of Philrice's Corporate Planning Strategies

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**Abstract:-** This study aimed to analyze the corporate planning strategies of PhilRice and provide recommendations to improve them. A semi-structured interview guide was used to gather information from senior executives, department heads, and other employees involved in the planning process. The study found that PhilRice's most frequently used corporate planning strategy was consultations and discussions with key stakeholders. However, the low percentage of respondents who reported setting clear goals and objectives highlights an area for improvement. Regular communication and collaboration among departments and teams were found to be the most effective strategy in achieving PhilRice's goals and objectives. The study also identified challenges and barriers to the implementation of these strategies and developed recommendations to address them. The recommendations included developing a more comprehensive monitoring and evaluation system, enhancing communication and collaboration among teams, setting clear goals and objectives, and improving the implementation of strategies through training and development programs. The study concludes that by implementing these recommendations, PhilRice can improve its corporate planning strategies and achieve its goals and objectives more effectively.

**Keywords:-** Corporate Planning, Philrice, Consultation, Communication, Collaboration, Goals, Objectives, Monitoring and Evaluation, Training, Development.

## I. INTRODUCTION

The Philippine Rice Research Institute (PhilRice) is a government-owned and controlled corporation that serves as the country's lead agency in rice research and development. Established in 1985, PhilRice's mandate is to develop high-yielding and cost-effective rice varieties, promote sustainable rice farming technologies, and provide training and extension services to rice farmers across the country (PhilRice, 2022).

Corporate planning is an essential management process that helps organizations like PhilRice to define their objectives, identify opportunities and threats, allocate

resources, and develop strategies to achieve their goals. Effective corporate planning strategies are critical to ensuring the success of organizations, especially those engaged in research and development.

PhilRice's corporate planning framework consists of a strategic plan that covers a five-year period. The current strategic plan, which covers the period 2018-2022, was developed in consultation with stakeholders, including farmers, researchers, and policymakers (PhilRice, 2018).

The Philippine Rice Research Institute (PhilRice) is the leading research institution in the Philippines dedicated to the development and improvement of rice varieties and production technologies. As a government-owned and controlled corporation, PhilRice is mandated to "undertake research and development, training and extension, and other related activities to ensure a sustainable rice industry in the Philippines" (Republic Act No. 7308, 1992).

To fulfill this mandate, PhilRice has developed several corporate planning strategies to guide its research and development programs. However, there is a need to analyze the effectiveness of these strategies and identify areas for improvement. This study aims to map the way forward for PhilRice by conducting an analysis of its corporate planning strategies.

This thesis aims to analyze PhilRice's corporate planning strategies and map the way forward for the organization. Specifically, the study will examine PhilRice's current corporate planning framework, identify the gaps and challenges in the implementation of the plan, and propose recommendations to improve the organization's planning strategies.

The plan's primary objective is to contribute to the attainment of the Philippine government's rice self-sufficiency program and the United Nations Sustainable Development Goals. To achieve this objective, PhilRice's strategic plan focuses on three main areas: (1) rice variety improvement, (2) sustainable rice production technologies, and (3) rice industry development.

➤ *Statement of the Problem*

The aim of this study is to investigate the PhilRice's corporate planning strategies and map the way forward for the organization.

• *The Study Aims to Address the following Research Questions:*

- ✓ What are the corporate planning strategies of PhilRice, and how are they developed and implemented?
- ✓ How effective are these strategies in achieving PhilRice's goals and objectives?
- ✓ What are the strengths, weaknesses, opportunities, and threats (SWOT) of PhilRice's corporate planning strategies?
- ✓ What are the challenges and barriers to the implementation of these strategies, and how can they be addressed?
- ✓ What recommendations can be made to improve PhilRice's corporate planning strategies and achieve its goals and objectives more effectively?

➤ *Objectives of the Study*

The primary objective of this study is to examine the PhilRice's corporate planning strategies and map the way forward for the organization.

• *The Study Aims to Achieve the following Objectives:*

- ✓ To identify the corporate planning strategies of PhilRice and how they are developed and implemented.
- ✓ To evaluate the effectiveness of these strategies in achieving PhilRice's goals and objectives.
- ✓ To conduct a SWOT analysis of PhilRice's corporate planning strategies.
- ✓ To identify the challenges and barriers to the implementation of these strategies and develop recommendations to address them.
- ✓ To provide recommendations to improve PhilRice's corporate planning strategies and achieve its goals and objectives more effectively.

➤ *Beneficiaries of the Study*

The beneficiaries of the study titled "Mapping the Way Forward: An Analysis of PhilRice's Corporate Planning Strategies" can include:

- PhilRice - The study can help PhilRice in improving its corporate planning strategies by providing insights on its current strategies and recommendations for better planning in the future.
- Government agencies - The findings of the study can help government agencies in designing policies and programs that can better support the needs of the rice industry.
- Rice farmers - By providing better planning and strategies for PhilRice, the study can ultimately benefit rice farmers who can receive better support, research, and technology from the organization.

- Researchers - The study can provide a basis for further research on corporate planning strategies, especially in the context of agricultural organizations.
- Academia - The study can serve as a reference for academic institutions that offer courses and programs related to corporate planning and agricultural development.
- General public - The study can also benefit the general public by contributing to the development of the rice industry, which can lead to increased food security and economic growth.

## II. METHODOLOGY

➤ *Research Design:*

The research design for this study will be a qualitative analysis of PhilRice's corporate planning strategies. The study will use an exploratory research approach to identify the key themes, patterns, and issues relevant to PhilRice's planning strategies. The research will aim to understand how PhilRice's planning strategies are developed, implemented, and evaluated, and how these strategies contribute to the organization's success.

➤ *Research Instrument:*

The primary research instrument for this study will be a semi-structured interview guide. The guide will be designed to elicit information on PhilRice's corporate planning strategies from key informants, such as senior executives, department heads, and other employees involved in the planning process. The guide will be developed based on a review of relevant literature and will be pre-tested to ensure its effectiveness.

➤ *Validation of the Instrument:*

The research instrument will be validated through a review by an expert panel of academics and practitioners in the field of agricultural research and corporate planning. The panel will evaluate the instrument's relevance, clarity, and effectiveness in eliciting the desired information from the participants.

➤ *Ethical Consideration:*

The study will be conducted in accordance with ethical principles and guidelines for research involving human subjects. The participants will be informed of the nature of the study, its objectives, and their rights as participants. Participation in the study will be voluntary, and the confidentiality of the participants will be maintained throughout the study.

➤ *Sampling Technique:*

The study will use purposive sampling to identify key informants who have knowledge and experience in PhilRice's corporate planning strategies. The sampling criteria will include senior executives, department heads, and other employees involved in the planning process. The number of participants will be determined based on data saturation; whereby additional participants will be added until no new information is obtained.

➤ *Locale of the Study:*

The study will be conducted at PhilRice's headquarters in Muñoz, Nueva Ecija, Philippines.

➤ *Research Participants:*

The research participants will be selected based on the purposive sampling technique. The participants will be senior executives, department heads, and other employees involved in PhilRice's corporate planning process.

➤ *Research Procedures:*

The research will begin with a review of relevant literature on corporate planning strategies in agricultural research organizations. A semi-structured interview guide will be developed based on the literature review and pre-tested with a small sample of participants. The interviews will be conducted with the selected participants, and the data will be recorded and transcribed for analysis.

➤ *Data Collection and Analysis:*

The data collected from the interviews will be analyzed using a thematic analysis approach. The data will be reviewed, coded, and categorized into themes and sub-themes based on their relevance to the research questions. The themes and sub-themes will be analyzed and interpreted to identify patterns, issues, and insights related to PhilRice's corporate planning strategies.

➤ *Statistical Treatment of Data:*

The study will use a qualitative analysis approach, and therefore, statistical treatment of data will not be applicable. The data will be analyzed using thematic analysis, which is a qualitative data analysis method that identifies patterns, themes, and insights from textual data.

**III. RESULTS AND DISCUSSION**

Table 1 Demographic Profile of Respondents Gender, Occupation/Position, and Age

Gender		Occupation/Position		Age	
Male	27	Admin Aide V	9	18 – 25	14
Female	23	EMS II	2	26 – 35	31
		Admin Aide IV	1	36 – 45	5
		Clerk III	1	46 – 55	0
		SRS I	9	56 and above	0
		SRA	10		
		Farmworker	2		
		Computer Programmer II	1		
		ISA	1		
		AA VI	3		
		AA III	2		
		N/A (not applicable)	6		
		PMO II	3		
<b>Total</b>	<b>50</b>		<b>50</b>		<b>50</b>

Based on the demographic profile data of the respondents, it can be seen that the gender distribution is almost equal, with 54% being male and 46% being female. In terms of occupation/position, the majority of the respondents were either SRA or SRS I (38%) followed by Admin Aide V (18%). Furthermore, the age range of the respondents is mostly within the 26-35 age group, which comprised 62% of the total respondents.

These findings are consistent with a study conducted by Abao, et al. (2019), which investigated the demographic profile of employees in the agricultural sector. The study revealed that the majority of the respondents were male (56.7%) and were within the age range of 26-35 years old (36.4%). Moreover, the study also showed that the most common occupation in the agricultural sector was farm worker, which is consistent with the present study's finding that farm workers comprised 4% of the total respondents.

Table 2 Employment Status and Educational Attainment

Employment Status		Educational Attainment	
Permanent Employee	11	High School Graduate	2
Contractual	0	Bachelor's Degree	43
Service Contractor	39	Master's Degree	5
		Doctorate Degree	0
		Other	0
<b>Total</b>	<b>50</b>		<b>50</b>

Out of the 50 total respondents, 22% (11) were permanent employees, while the majority of the respondents were service contractors, accounting for 78% (39) of the total respondents. In terms of educational attainment, the majority of the respondents held a bachelor's degree, representing 86% (43) of the total respondents.

These results suggest that PhilRice relies heavily on service contractors rather than permanent employees, possibly due to cost-saving measures. This finding is

consistent with a study conducted by Oladipo and Adebayo (2018), which found that organizations often resort to outsourcing to reduce costs (Oladipo & Adebayo, 2018).

Furthermore, the high percentage of bachelor's degree holders among the respondents could indicate that PhilRice places a premium on higher education in its hiring practices. This finding is consistent with a study by Hengky and Kurnia (2019), which found that education plays a significant role in job placement (Hengky & Kurnia, 2019).

Table 3 Development of PhilRice's Corporate Planning Strategies:

	Frequency	Percentage (%)
Consultations and discussions with key stakeholders such as employees, management, government agencies, and industry partners.	30	60%
Conducting research and analysis of the current trends and issues in the industry and the market	12	24%
Setting goals and objectives and formulating action plans to achieve them.	8	16%

Based on Table 3, it appears that the most frequently employed corporate planning strategy by PhilRice is consultations and discussions with key stakeholders, with 60% of the respondents indicating its usage. This finding is consistent with a study by Su et al. (2018), which found that stakeholder engagement is a critical component of effective corporate planning. In their study, they concluded that involving stakeholders in the planning process can lead to more comprehensive and realistic plans that better align with the needs and expectations of the organization's various stakeholders.

Additionally, 24% of the respondents reported conducting research and analysis of current trends and issues in the industry and market, indicating that this is another essential component of PhilRice's corporate planning strategies. This finding is consistent with the literature, as research and analysis are critical to identifying emerging trends and issues that may impact an

organization's ability to achieve its goals (Liu, Chen, & Chen, 2020).

Lastly, only 16% of the respondents reported setting goals and objectives and formulating action plans to achieve them, indicating that this may be an area of opportunity for PhilRice to improve its corporate planning strategies. According to a study by Atkinson and Waterhouse (2018), clear and specific goals and objectives are crucial to the success of a corporate plan, and without them, it is challenging to measure progress and determine whether the plan is effective.

Overall, PhilRice's corporate planning strategies appear to be in line with current best practices in the field. However, the low percentage of respondents who reported setting clear goals and objectives highlights an area for improvement that the organization may want to consider.

Table 4 Effectiveness of Strategies in Achieving PhilRice's Goals and Objectives

	Frequency	Percentage (%)
<b>Implementation of Strategies Throughout the Organization</b>		
Regular communication and collaboration among departments and teams	25	50%
Cascaded down to the different levels of the organization, and each unit is accountable for its specific goals and targets.	15	30%
Implemented through training and development programs, coaching, and mentoring.	10	20%
<b>Methods Used to Measure the Effectiveness of the Strategies</b>		
Achievement of the goals and objectives set in the plan.	18	36%
Evaluated through performance metrics such as productivity, efficiency, and profitability.	11	22%
Feedback from stakeholders such as customers, employees, and partners.	13	26%
Assessed through external benchmarking and comparison with industry standards.	8	16%

Based on Table 4, regular communication and collaboration among departments and teams is the most effective strategy in achieving Philrice's goals and objectives with 50% of respondents choosing this option. This is followed by cascading down to the different levels of the organization, and each unit is accountable for its specific goals and targets, which received 30% of the responses. Finally, the implementation of strategies through training and development programs, coaching, and mentoring is the

least effective strategy with 20% of the respondents selecting this option.

In terms of measuring the effectiveness of the strategies, the achievement of the goals and objectives set in the plan is the most commonly used method with 36% of the responses. This is followed by feedback from stakeholders such as customers, employees, and partners, which received 26% of the responses. Evaluating through performance metrics such as productivity, efficiency, and profitability is

chosen by 22% of the respondents, while assessing through external benchmarking and comparison with industry standards received 16% of the responses.

These findings are consistent with the study of Hassan et al. (2019) which suggests that effective communication

and collaboration within an organization can lead to better performance and achievement of goals. Moreover, the study of Ahmed et al. (2018) found that training and development programs are important for enhancing employee skills and performance.

Table 5 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Of PhilRice's Corporate Planning Strategies

		Frequency	Percentage (%)
<b>Strengths</b>	Clear goals and objectives	26	52%
	Strong leadership and management	11	22%
	Use of data and evidence-based decision-making	5	10%
	Collaborative and participatory approach	2	4%
	Flexibility and adaptability to changing circumstances	6	12%
<b>Weaknesses</b>	Lack of resources and funding	28	56%
	Inadequate communication and coordination among units	7	14%
	Insufficient participation and engagement of stakeholders	9	18%
	Limited capacity and expertise in certain areas	3	6%
	Resistance to change and innovation	3	6%
<b>Opportunities</b>	Technological advancements and innovation	17	34%
	Increased government support and funding	11	22%
	Growing demand for sustainable and resilient agriculture	6	12%
	International partnerships and collaborations	3	6%
	Rising public awareness and interest in agriculture and food security	13	26%
<b>Threats</b>	Climate change and natural disasters	22	44%
	Economic and political instability	6	12%
	Competitors and market pressure	8	16%
	Rapid population growth and urbanization	5	10%
	Limited human resources and talent pool	9	18%

Based on the data presented in Table 5, the top strengths of Philrice's corporate planning strategies are clear goals and objectives (52%), followed by strong leadership and management (22%), and flexibility and adaptability to changing circumstances (12%). On the other hand, the top weaknesses are lack of resources and funding (56%), inadequate communication and coordination among units (14%), and insufficient participation and engagement of stakeholders (18%).

Philrice's corporate planning strategies can leverage on the opportunities such as technological advancements and innovation (34%), rising public awareness and interest in agriculture and food security (26%), and increased government support and funding (22%). Meanwhile, Philrice's corporate planning strategies must address threats such as climate change and natural disasters (44%), limited human resources and talent pool (18%), competitors and market pressure (16%), rapid population growth and urbanization (10%), and economic and political instability (12%).

These findings are consistent with the results of a study conducted by Matarazzo and Smith (2020) on corporate planning strategies in agricultural organizations. They found that organizations need to have clear goals and objectives, strong leadership and management, and the ability to adapt to changing circumstances to effectively plan and implement strategies. Additionally, they identified limited resources and funding, inadequate communication and coordination, and insufficient stakeholder engagement as common weaknesses in agricultural organizations' planning strategies.

Moreover, the opportunities and threats identified in Philrice's SWOT analysis are in line with the trends and challenges faced by the agriculture sector globally. The increasing demand for sustainable and resilient agriculture, technological advancements, and rising public awareness and interest in agriculture and food security are all opportunities that organizations can capitalize on. Meanwhile, climate change, economic and political instability, and limited human resources are major threats that organizations must address (FAO, 2018).

Table 6 Challenges and Barriers in Implementing Human Resource Management Practices in PhilRice

		Frequency	Percentage (%)
<b>Challenges and Barriers</b>	Limited budget allocation	20	40%
	Lack of skilled personnel	15	30%
	Resistance to change	10	20%
	Inadequate communication and coordination	5	10%
<b>Measures Were Taken by PhilRice</b>	Securing additional funding from external sources	20	40%
	Conducting trainings and capacity building programs for personnel	15	30%
	Establishing communication and coordination mechanisms	10	20%
	Providing incentives for change	5	10%

The table 6 presents the challenges and barriers faced by PhilRice in implementing human resource management practices, and the measures taken by the organization to address them. Among the challenges and barriers identified, the most common one is limited budget allocation, with 40% of the respondents citing this as a challenge. This is followed by the lack of skilled personnel, which 30% of the respondents identified as a barrier. Resistance to change and inadequate communication and coordination are less frequently cited, with 20% and 10% of the respondents, respectively.

To address these challenges, PhilRice has taken several measures. The most common measure taken is securing additional funding from external sources, with 40% of the respondents indicating this as a measure. Conducting

trainings and capacity building programs for personnel is the second most common measure, with 30% of the respondents citing this. Establishing communication and coordination mechanisms is identified by 20% of the respondents, while providing incentives for change is the least common measure, with 10% of the respondents.

These findings are consistent with previous studies on human resource management in the public sector. For instance, a study by Kalyani and Chatterjee (2019) found that limited budget allocation is a major challenge in implementing human resource management practices in Indian public sector organizations. Similarly, a study by Asamoah et al. (2018) found that the lack of skilled personnel is a significant barrier to effective human resource management in the Ghanaian public sector.

Table 7 Recommendations to Improve PhilRice's Corporate Planning Strategies

	Frequency	Percentage (%)
Conduct regular consultations with stakeholders	20	40%
Increase collaboration with industry partners	15	30%
Enhance communication channels among departments	10	20%
Strengthen research and development programs	3	6%
Implement more efficient monitoring and evaluation mechanisms	2	4%

Based on Table 7, the highest recommendation to improve PhilRice's corporate planning strategies is to conduct regular consultations with stakeholders, with a percentage of 40%. This finding is consistent with the study of Escobar-Tello, L., & Vargas-Hernández, J. G. (2019) that emphasized the importance of stakeholder involvement in the planning process. The authors argued that stakeholder engagement allows for a more comprehensive and informed decision-making process, leading to better outcomes. Therefore, PhilRice should continue to prioritize engaging its stakeholders in the planning process to ensure that their needs and concerns are considered.

The second highest recommendation is to increase collaboration with industry partners, with a percentage of 30%. This finding is supported by the study of Tambo, J. A., Omwega, A. M., & Munga, R. M. (2018), which emphasized the need for partnerships in enhancing agricultural productivity. The authors argued that collaborations between research institutions and industry players can lead to the development of innovative technologies and practices that can improve agricultural productivity. Thus, PhilRice should explore more

opportunities to partner with industry players to enhance its research and development programs.

Enhancing communication channels among departments is the third highest recommendation, with a percentage of 20%. This finding is consistent with the study of Ding, H., Luo, Y., & Zhao, Y. (2018), which emphasized the importance of effective communication in organizational performance. The authors argued that effective communication facilitates the exchange of information and ideas, leading to better coordination and decision-making. Therefore, PhilRice should prioritize improving its communication channels among departments to ensure that information and ideas are effectively shared.

The fourth highest recommendation is to strengthen research and development programs, with a percentage of 6%. This finding is consistent with the study of Hossain, M. A. (2019), which emphasized the importance of research and development in enhancing agricultural productivity. The author argued that research and development programs enable the development of new technologies and practices that can improve agricultural productivity. Thus, PhilRice

should continue to prioritize strengthening its research and development programs to improve its productivity.

Finally, implementing more efficient monitoring and evaluation mechanisms is the fifth highest recommendation, with a percentage of 4%. This finding is consistent with the study of Ajuwon, A. O. (2018), which emphasized the importance of monitoring and evaluation in organizational performance. The author argued that monitoring and evaluation enable organizations to track progress and identify areas that need improvement. Therefore, PhilRice should prioritize implementing more efficient monitoring and evaluation mechanisms to track the progress of its corporate planning strategies.

Overall, the findings suggest that PhilRice should prioritize stakeholder engagement, industry partnerships, effective communication, research and development, and monitoring and evaluation in its corporate planning strategies. These recommendations are consistent with existing literature on organizational performance and agricultural productivity.

#### IV. CONCLUSION AND RECOMMENDATIONS

##### ➤ *Conclusion*

In conclusion, this study aimed to analyze PhilRice's corporate planning strategies and provide recommendations for improvement. The study used a semi-structured interview guide to gather data from senior executives, department heads, and other employees involved in PhilRice's corporate planning process. The demographic profile of the respondents is adequately presented, providing an overview of the sample's gender distribution, occupation/position, age, employment status, and educational attainment. However, the study could have included a more in-depth analysis of the respondents' demographic profile to determine if there were any significant differences in their responses based on their demographic characteristics.

The study found that PhilRice's most frequently employed corporate planning strategy is consultations and discussions with key stakeholders. Regular communication and collaboration among departments and teams were found to be the most effective strategy in achieving PhilRice's goals and objectives. However, only a small percentage of respondents reported setting clear goals and objectives, indicating an area for improvement. Based on these findings, the study recommends that PhilRice consider setting clear goals and objectives as a crucial component of its corporate planning strategies to achieve its objectives more effectively. Additionally, the study recommends that PhilRice continue to engage its stakeholders in the planning process and conduct research and analysis of current trends and issues in the industry and market to develop more comprehensive and realistic plans.

It shows that consultations and discussions with key stakeholders, research and analysis of current trends and issues, and setting clear goals and objectives were the three main corporate planning strategies employed by PhilRice. However, only 16% of the respondents reported setting clear goals and objectives, indicating an area for improvement for the organization.

The study revealed that regular communication and collaboration among departments and teams were the most effective strategy in achieving PhilRice's goals and objectives, followed by cascading down to the different levels of the organization. Measuring the effectiveness of the strategies relied heavily on the achievement of the goals and objectives set in the plan and feedback from stakeholders.

Overall, the study showed that PhilRice's corporate planning strategies are in line with current best practices in the field. However, the low percentage of respondents who reported setting clear goals and objectives highlights an area for improvement that the organization may want to consider. Additionally, the study revealed that regular communication and collaboration among departments and teams are crucial to achieving PhilRice's goals and objectives, and measuring the effectiveness of the strategies relied heavily on feedback from stakeholders.

##### ➤ *Recommendations*

Recommendations based on the findings of the study are as follows:

- **Increase emphasis on setting clear goals and objectives:** The low percentage of respondents who reported setting clear goals and objectives indicates an area for improvement in PhilRice's corporate planning strategies. Therefore, the organization should increase its emphasis on setting clear, specific, and measurable goals and objectives to ensure that its plans are effective and can be evaluated.
- **Improve implementation strategies:** The implementation of strategies through training and development programs, coaching, and mentoring was reported to be the least effective strategy in achieving PhilRice's goals and objectives. Therefore, the organization should explore different implementation strategies, such as incentives and rewards, to improve the effectiveness of its plans.
- **Strengthen research and analysis:** Although research and analysis were identified as an essential component of PhilRice's corporate planning strategies, only 24% of the respondents reported conducting such activities. Therefore, the organization should strengthen its research and analysis capabilities to identify emerging trends and issues that may impact its ability to achieve its goals.
- **Enhance stakeholder engagement:** Consultations and discussions with key stakeholders were the most frequently employed corporate planning strategy by PhilRice. However, there is still room for improvement in this area. The organization should explore different

ways of engaging stakeholders, such as online surveys and focus group discussions, to ensure that the planning process is inclusive and comprehensive.

- Develop a monitoring and evaluation framework: To measure the effectiveness of its corporate planning strategies, PhilRice should develop a monitoring and evaluation framework that includes clear performance indicators and targets. This will help the organization to track progress, identify areas for improvement, and make necessary adjustments to its plans.

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